(Lexington Amphitheater) Requirements?

- Ron McCallum
- Pat Ryan
- Craig Curran
- Suzett Estell
- Tom Topolski
- John Gallaway
- Lorraine Martin

- Guy Wilkerson
- Mary Ann Thompson
- Mike Tavitas
- LtCol Steve Rogers
- John Nunziato
- Lt Dave McDonald

Vision

Transform Air Force IT to Support the AEF concept

END STATE

- Be number one on battle field
  - Perform inside adversaries information cycle
  - Largest possible technology gap with adversary
- Continuous connectivity and situational awareness
- IT is a Warfighting strategic asset
- IT fully supports time sensitive operations
- No loss of capability while deployed
- Te...

Right information, right place, right time

Summary

- Strategies
  - Requirements
  - Resources
  - Acquisition
  - Organization

- Tactics

- Opportunities

Vision: Transform USAF IT to Support the AEF

TOP LEVEL STRATEGY

- **Manage IT as a strategic Air Force enterprise asset**
  - Maintain tight control on Cross Function Core Infrastructure
  - Consolidate IT funding w/ implementation empowered at level commensurate w/ strategic asset and decisions

- **Define a uniquely tailored acquisition IT infrastructure to ensure technical vitality to ensure air dominance**

Senior leadership **must** communicate urgency and change required

  - Rules are driven by enterprise planning

STRATEGY

- REQUIREMENTS
  - Modify requirements process to model best commercial practices
    - "Market research"
  - Consider DISA, DLA, etc., as service providers
    - Do serious Make / Buy analysis

- RESOURCES
  - Re-assess Make / Buy decisions for IT core competencies
  - What do the Government staff need to be expert in?
  - What can be bought?

STRATEGY

- Acquisition
  - Formal implementation of spiral acquisition development
    - "put some teeth in it"
    - little pieces

- Organization
  - Designate a single AF CIO decision maker to manage across enterprise
  - Define core processes for IT management
    - implement AF wide
    - measure
  - Someone owns process and power to enforce

TACTICS

- Requirements
- Resources
- Acquisition
- Organization

REQUIREMENTS (Tactics)

- Shortened approval of Requirements
  - consensus building time
- Measure processing check points
  - CIO gets the measure!
- Set bar for x day <u>SNS</u> to <u>SHS</u>

  – coordinate with congress

- Separate
  - "AOC - weapon system"
  - pieces within - not in rigorous requirement process
  - funds for discovery

REQUIREMENTS CONT'D

- "Combat Mission Needs"
  - use some of this fast cycle decision process
- AF Portal as an exemplar
  - more initiatives with similar top down direction
  - we will do X by Y date
- Define Core Requirements for IT in the AF
  - could we use the enterprise AF IT RFC ??
  - define the non-waivables

RESOURCE TACTICS

- Industrial fund IT (fence $, relinquish ownership)
- Portfolio Management
  - contract in chunks no more than 18mo (spirals)
  - within long-term partnership contracts
    - escape hatch if gets state of no longer strategic value
  - budget for funds to support "AF Corporate" initiatives within programs
  - use more mechanisms to "Cut the Cord"
- Establish link between manpower dollars and dollars to buy services to replace

RESOURCE TACTICS

- Identify Government overhead explicitly
  - Budget for what is needed, ditch the rest
  - equivalent to a Disclosure Statement
- Consider new budget category
  - must be valued asset first
  - gives total visibility
- Assess Quality and Quantity of internal competencies
  - buy where we can

ACQUISITION TACTICS

- Buy / Make
  - Buy preferred
  - heavy justification should be on the "Make"
  - divest of all capability not specifically required for Combat Ops
  - Release Ownership

ORGANIZATION TACTICS

- CIO
  - not an appointee?
  - 5 year term, span administration
  - incentive plan, performance for enterprise success
  - SES position, report dotted line to OSD for each service
  - Report Solid line to Service Secretary
  - funding line control
  - not and AQ position
  - draw from industry (loaned executive) for CIO support

Org. Tactics

- Consider formal certification - Professional IT
  - leverage industry programs
- Exchange with industry Program revitalization (2-way)
  - raised to higher level
- 11 AF Initiatives
  - build upon them, set goals, incentivize to meet
  - fo   "O   f   l   ets

TAKE IT TO THE NEXT LEVEL

OPPORTUNITIES

- Requirements

- Resources

- Acquisition

- Organization

REQUIREMENTS OPPORTUNITIES

- On-going senior dialog between government and industry
  - Include AF Lines of business (CINCs, Warfighters, and Congress)
  - Widen more than acquisition community
- Decision - Need - $
  - get it together in AF
- Expose IT funding line and decision chain details to Industry
  - "SHOW US THE BUSINESS CASE"

RESOURCE OPPORTUNITIES

- More usage of industry in Acquisition process, not just draft RFP

- Make CONOPs data available!

- Enable Industry to offer solutions / services
  - outside of state RFP

- Industry sponsor more forums on Technology, plans and business practice
  - "WEST COAST TRIP"

RES. OPPORT.

- Enable industry on-going investment to influence ECP and next spiral content
  - "Smaller Chunks"
  - FEE / STRUCTURE / REWARDS IN-LINE
- Make disclosure statement available
  - industry can plan to it
- Government access to major IT initiatives
  - how funded and resourced is interesting
  - impact to business and effectiveness is more important

RES. OPPORT.

- Leverage industry ROI / Business Case for employee self-service
  - capitalize on other "employer-of-choice measures through IT
- More services opportunity with "Buy" first
- A business arrangement to get AF out of managing contractor return